



# STRATEGIC PLAN

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FISCAL YEARS 2011 & 2012  
FY 2012 THIRD QUARTER REPORT

*June 30, 2012*

**Gainesville City Hall**  
200 East University Avenue, Gainesville, FL 32601  
(352) 334-5010

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**ELECTED OFFICIALS AND CHARTER OFFICERS**

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**Mayor & City Commission**

Craig Lowe, Mayor (At-large)  
Thomas Hawkins, Commissioner (At-large)  
Lauren Poe, Commissioner (At-large)  
Yvonne Hinson-Rawls, Commissioner (District I)  
Todd Chase, Commissioner (District II)  
Susan Bottcher, Commissioner (District III)  
Randy Wells, Commissioner (District IV)

**Charter Officers**

Russ Blackburn, City Manager  
Brent Godshalk, City Auditor  
Robert Hunzinger, General Manager-Utilities  
Kurt Lannon, Clerk of the Commission  
Marion Radson, City Attorney  
Cecil Howard, Equal Opportunity

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**EXECUTIVE SUMMARY**

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Gainesville is the largest city in north central Florida with a population of 125,000 residents and is an educational, cultural and business hub for the region with a large medical component. The City of Gainesville has a city-owned utility and provides a variety of municipal services, including law enforcement, fire rescue, development services, mass transit, and transportation infrastructure. The organizational vision for the city is to achieve national recognition as an innovative provider of high-quality municipal services.

At annual strategic planning retreats, the Gainesville City Commission identifies goals and initiatives that reflect the needs of the community. Although less severe than in other cities and counties, Gainesville is currently experiencing declining revenues due to property tax revisions and a general economic downturn in the state of Florida. The current scenario of declining tax revenues, decreasing state-shared funding, increasing fuel costs, and a stagnant housing market highlight the importance of developing a strategic plan that serves as an organizational roadmap through this challenging fiscal environment. The plan also enables the city to continue to provide high-quality, cost-effective services and still address strategic goals and initiatives as prioritized by the City Commission. In order to successfully implement the strategic priorities outlined by the City Commission, the city has drafted a Strategic Plan that guides the implementation of a systematic strategy to accomplish the City Commission goals through the most cost-efficient allocation of resources.

The City Commission has identified a number of strategic goals that encompass a variety of city services, including public safety, economic development and redevelopment, human capital, governance, infrastructure and transportation, neighborhoods, and the environment and energy. Each stated goal is supported by a series of initiatives for which progress updates are reported each quarter.

On an annual basis, city government refines its strategic goals and initiatives to ensure that they align with the needs of our residents. Our strategic planning and budgeting processes are linked to assure that the city's budget reflects the city's strategic priorities. Our residents tell us that Gainesville is a great place to live, work, learn and play, and we want to continue to improve Gainesville's livability in these areas.

The City of Gainesville wants our citizens to know that city government is responsive to its citizens and their needs, and that our highest priority is to provide them with appropriate service levels through the implementation of this strategic plan.

STRATEGIC GOALS AND INITIATIVES FY 2011/2012

GOAL		INITIATIVE
<b>1. Public Safety</b> <i>Maintain a safe and healthy community in which to live</i>		<b>1.1</b> Develop and continue programs to reduce the causes of crime <b>1.2</b> Coordinate the effort to bring a center that promotes family safety to the city <b>1.3</b> Develop a long-term plan for public safety facilities and personnel
<b>2. Economic Development and Redevelopment</b> <i>Foster economic development and encourage redevelopment</i>		<b>2.1</b> Implement the SEGRI Project; foster development in eastern Gainesville <b>2.2</b> Continue Implementation of the Strategic Redevelopment Plan for Depot Park and the Power District <b>2.4</b> Ensure transparent, efficient and consistent regulation of land development in furtherance of the comprehensive plan <b>2.5</b> Continue to position the city to take advantage of innovation economy and identify a plan for the innovation zone near UF <b>2.6</b> Increase the amount of affordable and low cost housing throughout the city <b>2.7</b> Improve coordination with Alachua County in order to more effectively plan and develop Gainesville's urban reserve area <b>2.8</b> Formalize relationships to build key partnership opportunities with UF and SFC <b>2.9</b> Develop strategies to support local small businesses
<b>3. Human Capital</b> <i>Assist every person to reach their true potential</i>		<b>3.1</b> Continue implementation of the 10 year plan to end homelessness <b>3.2</b> Address senior issues and services <b>3.3</b> Analyze the availability and accessibility of child and youth programs and identify a role for city government including addressing the harmful effects of child and youth poverty <b>3.4</b> Facilitate broader community support to improve the educational opportunities for city youth
<b>4. Governance</b> <i>Measure and improve the cost-effectiveness of government services</i>		<b>4.1</b> Develop strategies for conducting successful annexation referendums <b>4.2</b> Improve communication through increased use of available internet tools to improve the city's website portals
<b>5. Infrastructure and Transportation</b> <i>Invest in community infrastructure and continue to enhance the transportation network and systems</i>		<b>5.1</b> Accelerate the identification and acquisition of conservation lands and complete WSPP capital projects <b>5.2</b> Support the reconstruction of transportation facilities to encourage redevelopment of 6 <sup>th</sup> Street <b>5.3</b> Support the reconstruction of transportation facilities to encourage redevelopment of Depot Avenue <b>5.4</b> Bring existing roadway stock up to 70% rating level, as established by the Army Corp of Engineers <b>5.5</b> Implement improved transit as described in the RTS Premium Service Report
<b>6. Neighborhoods</b> <i>Improve the quality of life in our neighborhoods for the benefit of all residents</i>		<b>6.1</b> Develop creative ways to measure progress in code enforcement <b>6.2</b> Assess neighborhoods to determine need for infrastructure improvements for bicycle and pedestrian use
<b>7. Environment and Energy</b> <i>Protect and sustain our natural environment and address future energy needs</i>		<b>7.1</b> Protect the quality of drinking water and integrity of neighborhoods in Gainesville by actively participating in the clean-up and redevelopment of the Cabot/Koppers Superfund site <b>7.2</b> Review the status of commercial recycling ordinances and enforcement thereof, and determine if changes are needed <b>7.3</b> Refine the coordinated response at the local level to address energy policy and climate change <b>7.4</b> Improve the energy efficiency of modest-income homes through weatherization

# Public Safety

*Maintain a safe and healthy community in which to live*

## INITIATIVE 1.1: DEVELOP AND CONTINUE PROGRAMS TO REDUCE THE CAUSES OF CRIME

**Champion:** Tony Jones, Police Chief

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



During the third quarter of FY12, The Gainesville Police Department saw a decrease in Part 1 crimes of -2.3 percent, compared to the second quarter of FY12. The UCR showed 1,456 total Part 1 crimes in the second quarter of FY12 and 1,423 for the third quarter. A

majority of the categories showed a reduction, with aggravated assault showing a slight increase from 142 to 148 incidents, and a slight increase in larceny, from 245 to 252. GPD continues to enhance its partnership with the members of the community in order to reduce the number of these crimes throughout FY12.

In a continued effort to reduce crime in the City of Gainesville, the Gainesville Police Department created the position of Crime Reduction Manager on May 28. The position was created to enhance GPD's ability for continued crime reduction success by keeping our officers and detectives better informed, more coordinated and efficient. Some of the duties and responsibilities of the Crime Reduction Manager include supervising Crime Analysts, conducting GPD's Tactical Briefings, coordinating a tactical response and prevention of crime by working with all GPD Bureaus. In addition, the Crime Reduction Manager will serve as quality control in our crime reduction efforts, coordinate efforts with GPD's PIO, and ensure information and intelligence exchange with both internal GPD Bureaus and other outside law enforcement agencies.

The Gainesville Police Department is currently unveiling the Targeted Police Response Plan. The icon of the Targeted Police Response Plan shows the relationship between the Gainesville Police Department's Fundamental Philosophies and the direct impact they have on the "crime triangle." The crime triangle shows that every crime has a suspect, a victim and an opportunity. By eliminating one corner of the crime triangle, a crime cannot occur. This means one less victim in the City of Gainesville. Education is the key to success with the Targeted Police Response Plan. Citizens should know and become familiar with the fundamental philosophies GPD utilizes to reduce crime. By recognizing the correlation between community-oriented policing and the victim in the crime triangle, better communication will foster a greater appreciation in developing partnerships. It opens the door for relationships and builds trust. The same is true of the other two fundamental philosophies – crime prevention and information led policing and their influence on opportunity and the suspect. The Targeted Police Response Plan performs another valuable service: it provides officers with a visual reminder of our fundamental philosophies and how their efforts in each discipline affect the crime triangle.

The Gainesville Police Department created the 120-day summer plan, which is designed to combat the historic increase in crime during the summer months. This initiative includes both operational and crime prevention techniques. Resources from all across GPD are being utilized

Strategic Plan Quarterly Report  
City of Gainesville, Florida

to combat property crimes in a continued effort to reduce overall crime by 5 percent in 2012. This program was designed to cover June, July, August and September. Our Crime Analysts looked back to the previous 3-4 years and noticed a very clear spike in crime during these summer months. The 120-day summer plan involves every employee at GPD, from the clerical staff to the road officer and everyone in between. The plan is a coordinated effort to reduce crime by everyone in the department working together. Statistics have shown that nine out of 10 burglaries could have been prevented. By using data from the previous years, GPD's Crime Analysts can forecast likely locations that crimes will occur so GPD can direct patrols into those areas. An important point of the plan is that there are not three different documents for each shift. There is one plan that spans the entire department. The 120-day summer plan has the Targeted Police Response Plan at its core.

Through the Office of the Chief and the Employee Advisory Committee, the Gainesville Police Department has begun the implementation of a formal mentoring program for its members. Utilizing a one-on-one approach of a senior mentor officer paired with a junior mentee officer, the GPD Mentoring Program is aimed at the professional development of new members. The goal of the GPD Mentoring Program is to create a supportive learning culture within GPD which will positively impact professional competence and character, as well as morale. While the GPD Mentoring Program is in development (a months long process), a pilot mentoring program has been initiated involving a small group of officers from Shift 1. The pilot is focused on the mentoring of new (probationary) patrol officers, pairing each with a senior patrol officer on the same rotation. Eventually, the scope of the GPD Mentoring Program will expand outside of patrol, to include all sections, civilian and sworn, within the department. The program is being started with five mentors/mentees.

Dr. Pat Grunder, GPD's Mediation Specialist, conducted nine mediations during the past quarter. The majority of them dealt with noise complaints between businesses and neighborhoods and other neighborhood concerns. A growing number of cases deal directly with excessive calls to the 911 system. Currently, three individual cases represent a combined total of almost 1,000 calls per month. There are ongoing conversations with Adult Protective Services and the State's Attorney's Office to discuss this issue because of the impact on the combined communications system, officers responding to the calls, the factors surrounding individuals making the calls and the overall cost of response.

The Gainesville Police Department has applied for several grants during the past quarter. Funding has been received for the Edward Byrne Memorial Grant Project – local award for \$70,083. The agency has also applied successfully for two continuation of Edward Byrne countywide projects: the Sexual Offender and Predator Project and the You and the Law Project. Funding received is \$10,000 and \$15,000 respectively. Applications have also been submitted for two projects funded by the state's Highway Safety and Motor Vehicles agency for e-crash hardware and equipment. The objective is to streamline and automate tasks related to this agency. Additional funding is anticipated Urban Security Initiative Program, a Homeland Security project, which funds a firewall for use by the department and security support for the FY 2012 Presidential Nominating Committee to assist with support for the Republican National Convention. The Gainesville Police Department has also been notified of continuation funding for the Internet Crimes Against Children federal grant program (ICAC) and for the Office of Violence Against Women federal grant program (domestic violence).

During the week of June 11, GPD used a grant from Target Corporation to conduct a GPD Kids Camp that targets at-risk youth in the City of Gainesville. This particular camp was held with youth from Village/Forest Green Apartments. The camp was designed to change the summertime pattern of inactivity with some of Gainesville's underprivileged kids. A lot of these

youth do not have the opportunity to attend a paid summer camp and are forced to stay at home. GPD gave these children the opportunity for a week to attend camp. The children took a field trip to a different location every day, such as the Santa Fe Teaching Zoo, area museums, and a trip to a local bowling alley. In addition, the kids were given presentations from different GPD specialty units throughout the week. This camp was aimed at changing the perception of law enforcement to these youth.

The Critical Incident Stress Management Team (CISM) was activated after the officer involved shooting incident on June 24. The team provided support to the two officers that were forced to respond with deadly force. The team also offered support for the rest of the shift that was affected by the incident. The CISM calendar of activities is still being developed with the support of the CISM Trainers. GPD is also working through the process of creating a new policy/procedure for activation of the CISM team.

**INITIATIVE 1.2: COORDINATE THE EFFORT TO BRING A CENTER THAT PROMOTES FAMILY SAFETY TO THE CITY OF GAINESVILLE**

**Champion:** Lynne Benck, Police Captain

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



On May 8 and June 22, I attended meetings which were focused on the creation of a co-located child victim services center. The nine core agencies involved in the initiative were present at the second meeting and some very productive discussions took place, addressing possible obstacles to the success of the initiative. I believe headway was made in this effort as a result of this meeting. As a result of the May 8 meeting, which was primarily focused on finding a venue for the center, the group traveled to and toured a building on Northwest Fourth Street, currently for sale. During the June 22 meeting, I learned that some of the CAC board had already been in contact with the owner of the building and some discussion on the bottom line price had taken place. It is expected that fundraising will have to occur and be successful in order to close a deal with the Northwest Fourth Street building.

**INITIATIVE 1.3: DEVELOP A LONG-TERM PLAN FOR PUBLIC SAFETY FACILITIES AND PERSONNEL**

**Co-Champions:** Paul Folkers, Assistant City Manager  
Fred Murry, Assistant City Manager

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

The 30% design of the GPD Headquarters is scheduled for presentation at the August 16, 2012 City Commission meeting. The GPD Staffing Study should be delivered by the consultant by September 2012. GFR is working on potential property acquisition for a new Fire Station 1.

# Economic Development

# & Redevelopment

*Foster economic development and encourage redevelopment*

## **INITIATIVE 2.1: IMPLEMENT THE SOUTHEAST GAINESVILLE RENAISSANCE INITIATIVE (SEGRI PROJECT), FOSTER DEVELOPMENT IN EASTERN GAINESVILLE**

**Champion:** Kelly Fisher, Acting Community Redevelopment Agency Director

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



Interior build-out of Southern Charm Kitchen is complete and a grand opening ceremony is being planned for August 2012. At the city’s request, the CRA is now facilitating the transition of GTEC’s management from the city to Santa Fe College. This transition should be complete by the end of the calendar year. CRA is refocusing its efforts on an infrastructure analysis of the areas connecting and surrounding GTEC and the former Kennedy Homes site. This analysis will help determine needs for current and future redevelopment and bring all the necessary entities together to coordinate on these efforts. The CRA is also pursuing targeted acquisitions that will benefit development opportunities in the area.

## **INITIATIVE 2.2: CONTINUE IMPLEMENTATION OF THE STRATEGIC REDEVELOPMENT PLAN FOR DEPOT PARK AND THE POWER DISTRICT**

**Champion:** Kelly Fisher, Acting Community Redevelopment Agency Manager

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

### **DEPOT PARK:**



### **DEPOT PARK**

Rehabilitation of the historic Depot building is 80 percent complete and will be substantially complete by September 2012. The context area construction is underway and will be substantially complete by September 2012. Design work for the active use areas of Depot Park are being lead by Brown & Cullen, Inc. and a kick-off and visioning session was held during June 2012. Construction of the stormwater ponds will be completed by the Public Works Department and that construction timeline has not yet been established but a completion date has been set for year 2013. Coordination with the Cade Museum continues and a memorandum of understanding is being drafted between the city and the Cade Foundation to begin defining the terms of a lease agreement.

### **POWER DISTRICT:**



### **POWER DISTRICT**

A lease was fully executed between Prioria Robotics and the City of Gainesville for the Catalyst warehouse building. The city and GRU agreed to terms that transferred the former GRU warehouse building to the city. Phase I construction on the building began in July 2012 and Phase II construction documents are being finalized. Substantial completion for the entire project will be reached in February 2013. Zoning and site plan approvals are pending.



**INITIATIVE 2.4: ENSURE TRANSPARENT, EFFICIENT AND CONSISTENT REGULATION OF LAND DEVELOPMENT IN FURTHERANCE OF THE COMPREHENSIVE PLAN**

**Champion:** Erik Bredfeldt, Director of Planning and Development Services

**Sponsor:** Thomas Hawkins, Commissioner (At-large)

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



A second workshop was held with stakeholders and a visual preference survey was conducted by LittleJohn to measure opinions regarding the proposed city urban form. In addition, LittleJohn began the process of reviewing various sections of the code for reorganization and modification and is in the process of drafting a template Form Code for the Northwest 13<sup>th</sup> corridor area.

A presentation was made to the City Commission on the status of CDRC recommendations. At this juncture the majority of the committee’s recommendations have been implemented by staff and a report was submitted that furthered that message.

Staff presented a proposed revision to external lighting standards contained in the Land Development Code in order to facilitate a specific project and to create a better more transparent and best current practices approach to handling this matter on a global level citywide.

Several Comprehensive Plan elements were approved by the City Commission as the staff continues working through the process of making the required and necessary amendments to the city’s Comprehensive Plan.

**INITIATIVE 2.5 CONTINUE TO POSITION THE CITY TO TAKE ADVANTAGE OF INNOVATION ECONOMY AND IDENTIFY A PLAN FOR INNOVATION ZONE NEAR UF**

**Champion:** Erik Bredfeldt, Director of Planning and Development Services

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



Staff presented the Infusion Center project, an eight-story building that is to be located immediately to the west of the Innovation HUB building on Southwest Second Avenue to the Plan Board at the May 2012 meeting and a special use permit was approved by the board.

Staff continues to participate in Innovation Group meetings facilitated by GRU staff every two weeks. Issues regarding the development and rollout of the square overall and individual private projects and infrastructure projects are discussed and mapped out.

The EDUCC reviewed the status of the Business Improvement District and progress on a few private projects during the quarter.

In May and early June, the Planning and Development Services Director made presentations regarding Innovation Square to the Florida City and County Manager’s Association meeting and the International Town-Gown Association meeting in Florida and Kentucky respectively.

**INITIATIVE 2.6: INCREASE THE AMOUNT OF AFFORDABLE HOUSING AND LOW-COST HOUSING THROUGHOUT THE CITY**

**Champion:** Jackie Richardson, Housing & Community Development Manager

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 12)



During the 3<sup>rd</sup> quarter, the Housing and Community Development Division assisted more than 90 families by providing an array of housing services. Two families faced with the approaching possibility of homelessness were assisted in the prevention of a mortgage foreclosure on their properties. HCD directly assisted

14 families with financial assistance and indirectly assisted 76 families with other housing counseling activities for a total of 90 households being assisted this quarter. Additionally, 86 new homeowner rehabilitation applications were received and placed on the 2012 rehab waiting list. Direct financial assistance was provided to very low, low- and moderate-income families through the homeowner rehabilitation program, roof repair program, mortgage foreclosure intervention and the down payment assistance programs.

The Purchase Assistance New Construction Program (PNC), which provides down payment assistance for 11 new construction homes in the Southeast Gainesville Renaissance Initiative (SEGRI) area is continuing to progress with a total of seven homes being completed and closed to-date; with two closing this quarter.

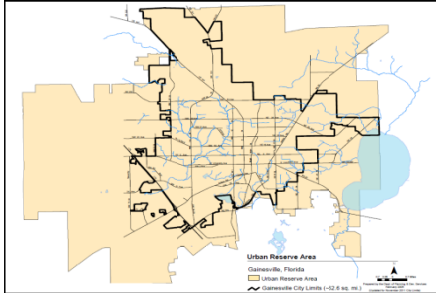
The roof repair program application cycle is ongoing; HCD received a total of nine new roof applications; while actually replacing three roofs during this quarter. The roof repair program is ongoing in an effort to prevent further deterioration to a family’s home while waiting to receive homeowner rehab assistance through the major rehab program.

The Homeowner Education & Training (HOT) and the Homebuyer Education & Training (DPA) workshops continued this quarter with a total of four workshops being held.

**INITIATIVE 2.7: IMPROVE COORDINATION WITH ALACHUA COUNTY IN ORDER TO MORE EFFECTIVELY PLAN AND DEVELOP GAINESVILLE’S URBAN RESERVE AREA**

**Champion:** Erik Bredfeldt, Director of Planning and Development Services

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



Staff spent a considerable amount of time working through a variety of issues relative to the Environmental Ordinance. A number of meetings were held with stakeholders and the ordinance was scheduled to be heard on first reading at the July 19 City Commission meeting.

**INITIATIVE 2.8: FORMALIZE RELATIONSHIPS TO BUILD KEY PARTNERSHIP OPPORTUNITIES WITH UNIVERSITY OF FLORIDA AND SANTA FE COLLEGE**

**Champion:** Paul Folkers, Assistant City Manager

**Co-Sponsors:** Craig Lowe, Mayor  
Todd Chase, Commissioner (District II)

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

RTS received its first two hybrid-electric buses purchased with Campus Development Agreement (CDA) funds. In addition, RTS also received 6 regular diesel fuel buses with CDA funds. The hybrid-electric buses will operate on Route 46 connecting the University of Florida with downtown.



**INITIATIVE 2.9: DEVELOP STRATEGIES TO SUPPORT SMALL LOCAL BUSINESSES**

**Champion:** Shaad Rehman, Small & Minority Business Development Coordinator

**Sponsor:** Randy Wells, Commissioner (District IV);

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



A second Grow Gainesville Fund loan closed in the third quarter of FY12. The loan was awarded to The Top for renovations to their building.

At its regular meeting in May, the City Commission heard a presentation from outgoing Commissioner Sherwin Henry which proposed involving Santa Fe College as a partner at GTEC. The presentation focused on the findings from a focus group the Commissioner had convened to discuss the future vision for GTEC. The City Commission ultimately requested the City Manager start negotiating with Santa Fe College to assume management of GTEC. The City Commission also recommended that the focus of GTEC be broadened to include non-technology companies. To that end, the City Manager hosted a meeting with GTEC tenants to discuss the future vision for GTEC.

In June, staff participated in a Reverse Trade Show at the Central Florida College in Ocala to connect local, small and minority-owned businesses to procurement opportunities with the city and CRA.

## Human Capital

*Assist every person to reach their true potential*

### INITIATIVE 3.1: CONTINUE IMPLEMENTATION OF THE 10 YEAR PLAN TO END HOMELESSNESS

**Co-Champions:** Fred Murry, Assistant City Manager  
Jackie Richardson, Housing Manager

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



The project continues to move forward in the development process, whereby on March 14, 2012 a meeting was held with the U.S. Army Corps of Engineers (ACOE) to review the revised development submittal plans. The ACOE then provided a letter to the city on May 11, 2012 that provided comments that needed to be incorporated into the development submittal plans. The city will resubmit to the ACOE around the middle of July 2012, and hopes to have the ACOE permit issued shortly thereafter. Several meetings have been held with the Public Works Department on the proposed roadway and stormwater system for the project, whereby all of their concerns were resolved and will be incorporated into the revised development

submittal and resubmitted in the middle of July 2012, whereby Public Works will provide a letter of approval. GRU requested several minor changes to the roadway utilities and upon those changes being incorporated into the revised development submittal, whereby GRU will issue a letter of approval. Upon receiving the letters of approval from Public Works and GRU, and along with the soon to be issued permit by ACOE, the final plat for the project will be submitted to the Planning Department for the City Commission's approval. Upon the final plat being recorded, the next steps are for the approval of the construction plans for the GRACE site and permitting of the GRACE building plans, with construction commencing shortly thereafter.

On June 21, 2012, the subcommittee on medical respite for the Joint Implementation Committee for the 10 Year Plan to End Homelessness reported on the Homeless Medical Respite Care Pilot Program to the City Commission. At that meeting, the Commission voted to direct the City Manager to include funding for the Homeless Medical Respite Program in FY 2012-13 and future fiscal budgets.

**INITIATIVE 3.2: EXPLORE THE POTENTIAL FOR ADDRESSING SENIOR ISSUES AND SERVICES**

**Co-Champions:** Fred Murry, Assistant City Manager  
Michelle Park, Assistant Parks, Recreation and Cultural Affairs Director

**Sponsor:** Todd Chase, Commissioner (District II)

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

The city drafted an interlocal agreement with Alachua County Emergency Management Division on the use of the Senior Recreation Center as an emergency shelter. Staff is still negotiating with Alachua County on whether the facility will be used for staff, families, special needs or a regular shelter during an emergency activation. The PRCA is still developing a master plan for PRCA services. The PRCA master plan is due to the City Commission in September 2012.

Go to the online calendar at: <http://eldercare.ufandshands.org/> for up-to-date information.



**City of Gainesville/Alachua County Senior Recreation Center**

**INITIATIVE 3.3: ANALYZE THE AVAILABILITY AND ACCESSIBILITY OF CHILD AND YOUTH PROGRAMS AND IDENTIFY A ROLE FOR CITY GOVERNMENT INCLUDING ADDRESSING THE HARMFUL EFFECTS OF CHILD AND YOUTH POVERTY**

**Co-Champions:** Tony Jones, Police Chief  
Michelle Park, Assistant Parks, Recreation and Cultural Affairs Director

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

GPD and PRCA held meetings in the spring in preparation of summer plans for Operation Respect Yourself, HeatWave and two Teen Lounges at Porters Community Center and the Clarence R. Kelly Community Center. All three teen programs will be focused on teen's age 13 – 18 year olds in an effort to offer positive, fun summer activities keeping teens engaged. These programs will occur during the early evenings, from 6–9 p.m., addressing traditional higher crime times during those hours. New marketing materials were developed promoting all three programs which resulted in the highest number of youth involved in HeatWave ever, more than

300 teens are engaged playing basketball five evenings a week. In addition, both teen lounges are filled with total of 30 youth at each center engaged in positive activities. All five summer camp sites are filled to capacity with 40 youth per site for a total of 200 youth. Lastly, the first Operation Respect Yourself Pool Party occurred on June 16 at Westside Pool with more than 160 teens involved. The Reichert House was also filled to capacity with 70 teens involved daily in both educational and recreational activities. The departments working together toward a common goal has been a tremendously successful partnership. Later this summer, the State Attorney’s Office will once again report on the statistics from last summer and again, will reflect a decline in teen crime during the summer largely due to these programs.

**INITIATIVE 3.4: FACILITATE BROADER COMMUNITY SUPPORT TO IMPROVE THE EDUCATIONAL OPPORTUNITIES FOR CITY YOUTH**

**Co-Champions:** Cecil Howard, Equal Opportunity Director  
Paul Folkers, Assistant City Manager

**Sponsor:** Craig Lowe, Mayor

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



The Office of Equal Opportunity (OEO) continued work in Gainesville is **READY!** (Reading Excites And Develops Youth). The OEO collected more than 400 books in the book collection that took place April 23 – 26, 2012 in the OEO office. The books were delivered to the underserved population in the Library Partnership Resource Center on May 16, 2012.

The OEO partnered with Florida Works, Ignite Life Center and UF Alliance for the first City of Gainesville Youth Summit. The event took place in Mt. Carmel Baptist Church. One hundred and two participants learned about college access, job interviewing, resume building, professionalism, race relations and accepting and respecting differences. A job fashion show called “What Not to Wear” showed our participants how to dress for job success. The event closed with the 1980s’ hit song “We Are the World.” The youth joined together and sang under the direction of Nate McCray UF Gospel Choir Director.

The Office of Equal Opportunity sponsored its first Read Out Loud program to the community at the Gainesville Preparatory School on June 19, 2012.

# Governance

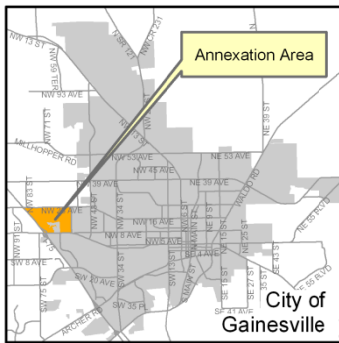
Measure and improve the cost-effectiveness of government services

## INITIATIVE 4.1: DEVELOP STRATEGIES FOR CONDUCTING SUCCESSFUL ANNEXATION REFERENDUMS

**Champion:** Lila Stewart, Senior Strategic Planner

**Sponsor:** Susan Bottcher, Commissioner (District III)

### 3rd Quarter Report (April 1, 2012- June 30, 2012)



During the 3rd quarter, the City Commission directed staff to prepare and advertise an Urban Services Report for three areas to the northwest of the Gainesville city limits. The preparation of an Urban Services Report is the first step in the process to conduct an annexation by referendum and details how the city will provide municipal services to the area being considered for annexation. The City Commission also gave direction for the City Attorney and the City Clerk to prepare and advertise an Annexation Ordinance for one of the three areas analyzed in the Urban Services Report.

In accordance with the Boundary Adjustment Act, Alachua County was notified of the city’s intent to conduct an annexation by referendum on November 6, 2012, in conjunction with the general election. The first and second readings of both the Urban Services Report Ordinance and the Annexation Ordinance will go before the City Commission during the fourth quarter.

## INITIATIVE 4.2: IMPROVE COMMUNICATION THROUGH INCREASED USE OF AVAILABLE INTERNET TOOLS TO IMPROVE THE CITY’S WEBSITE PORTALS

**Champion:** Bob Woods, Communications and Marketing Manager

**Co-Sponsors:** Craig Lowe, Mayor  
Susan Bottcher, Commissioner (District III)

### 3rd Quarter Report (April 1, 2012- June 30, 2012)

April activities included coordination of regularly scheduled meetings by the City Of Gainesville Website Design Upgrade Team to learn more about the procurement process and develop the project RFP. Communications staff coordinated three remaining Citizen’ Academy sessions and with GRU, PRCA, the CRA and Planning and Development Services. Staff also supported online information dissemination activities by assisting Human Resources with coordination for the rollout of City Employee Survey results, providing communication coordination with the Local Intergovernmental Team for Cabot-Koppers activities and participated in coordinating discussions regarding the proposed local sales tax initiative for transportation.



In May, Communications staff provided technical assistance to the City Clerk's Office to upgrade the city's live meeting web streaming capability and introduce new functionality to online agenda management. Communication staff began coordination with Human Resources to produce a General Government Customer Service Video. Communication staff provided technical assistance to the City Attorney's office in support of active city litigation. Staff also provided broadcast support for the new Commissioner Swearing-in Ceremony and for National Bike Month activities.

In June, Communication staff began coordination with PRCA staff to re-record video tours for the Thomas Center and with CRA staff to plan media coverage of the Depot Building enhancements. Also in June, the Communications Manager met with the City Clerk and City Auditor to begin coordination for online communication of election charter amendment issues. The Communication Manager also met with the Planning and Development Services Director and University of Florida representative Maureen Miller to discuss coordination of a public awareness campaign regarding game day parking issues. Lastly, Communication staff provided support for the City Attorney selection process and participated in a non-mandatory pre-bid conference for the City Website Design Upgrade.

# Infrastructure & Transportation

*Invest in community infrastructure and continue to enhance the transportation network and systems*

## **INITIATIVE 5.1: ACCELERATE THE IDENTIFICATION AND ACQUISITION OF CONSERVATION LANDS AND COMPLETE WSPP CAPITAL PROJECTS**

**Champion:** Steve Phillips, Director of Parks, Recreation and Cultural Affairs

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



During the 3<sup>rd</sup> quarter, the city completed several projects funded through the Wild Spaces-Public Places ½ cent sale tax funding, which generated approximately \$12 million for park development and renovations, as well as environmentally sensitive land acquisition. During this quarter park development at the Hogtown Creek Headwaters Park was substantially completed pending delivery of the pre-fab restroom. Construction at Greentree Park with restroom renovations was completed. Plan permitting began for re-roofing and solar installation at Citizens Park/Northeast Pool Building. A/E firm was selected and is developing plans for Northeast Park renovations for the restroom facility, concession renovation, parking lot refurbishing and tennis court controls. Replacement of the Children’s Theater lights is substantially complete and plans and specifications are ready to bid for irrigation installation. A pre-fabricated restroom was purchased for installation at the Northeast Complex; site prep work has been done and staff anticipates completion of the installation during the fourth quarter.

Conservation land acquisition efforts have been ongoing; during the 3<sup>rd</sup> quarter, staff worked closely with the city’s Land Rights Coordinator on acquiring 57 acres of the Cone Park southwest properties, and closed on a 40-acre parcel (Crawford-Smith property). An update to the land acquisition priority table was approved by the City Commission on April 5, which provided staff the option to pursue acquisition of lands not previously considered.

## **INITIATIVE 5.2: SUPPORT THE RECONSTRUCTION OF TRANSPORTATION FACILITIES TO ENCOURAGE REDEVELOPMENT OF 6<sup>TH</sup> STREET**

**Champion:** Teresa Scott, Public Works Director

**Sponsor:** Thomas Hawkins, Commissioner (At-large)

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

Based on comments from the FDOT on the crossing at Northwest Eighth Avenue (State Road 20) modifications had to be made to the final plans of the Sixth Street Rail-Trail, Phase 2. The Public Works Department is waiting on final approval of this crossing detail from the FDOT and is anticipating bidding this project out by the end of July.

The Porter’s Connection has been completed.

**INITIATIVE 5.3: SUPPORT THE RECONSTRUCTION OF TRANSPORTATION FACILITIES TO ENCOURAGE REDEVELOPMENT OF DEPOT AVENUE**

**Champion:** Teresa Scott, Public Works Director

**Sponsor:** Susan Bottcher, Commissioner (District III)

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

Segment 1: Southwest 13th Street to just west of Southwest 11th Street

- No further progress to report this quarter.

Segment 2: Southwest 11th Street to Main Street

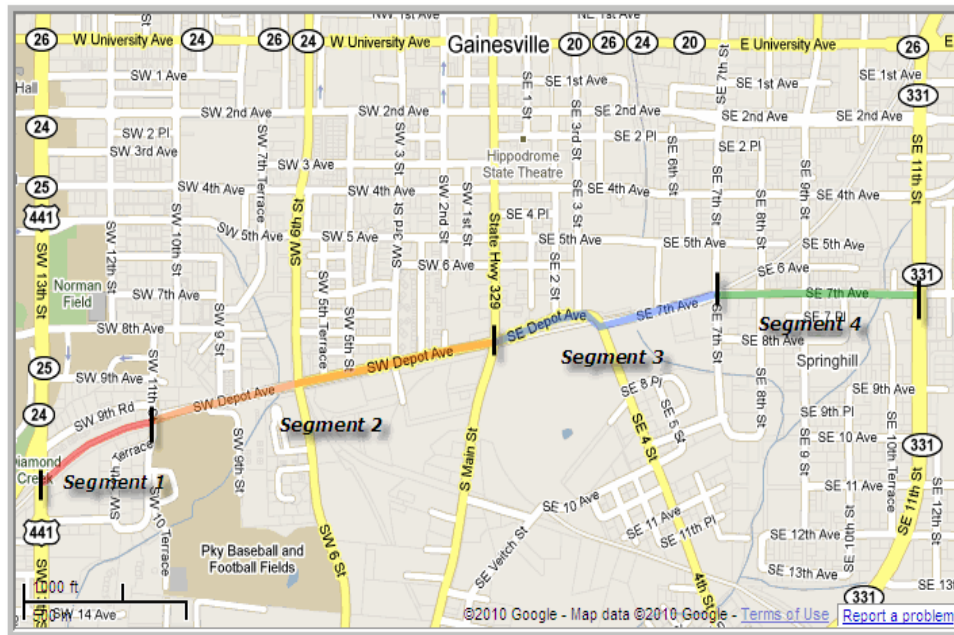
- Design and ROW acquisition work is ongoing. Construction is anticipated to begin 2013.

Segment 3: Main Street to just west of Southeast Seventh Street

- Completed.

Segment 4: Southeast Seventh Street to Williston Road

- Design and ROW acquisition work is ongoing. Construction is anticipated to begin 2014.



**INITIATIVE 5.4: BRING EXISTING ROADWAY STOCK UP TO 70% RATING LEVEL, AS ESTABLISHED BY THE ARMY CORP OF ENGINEERS**

**Champion:** Jerry Hansen, Operations Division Manager

3<sup>rd</sup> Quarter (April 1, 2012- June 30, 2012)



During the 3<sup>rd</sup> quarter, the Public Works/Operations Division completed scheduled resurfacing projects, totaling approximately 23,609 square yards or approximately 3.7 lane miles of roadways within the City of Gainesville. Streets scheduled for resurfacing included repairing the existing pavement base as needed, resurfacing of adjacent driveways to meet new street pavement grades, adjustments of water valves and manholes, repairing existing or installing new roadside curbs along with sidewalk replacement and installation/upgrade of ADA handicap ramps.

Other general asphalt maintenance performed during the 3<sup>rd</sup> quarter included utility cuts and minor asphalt repairs, totaling 1,135 square yards. Bike path repairs and maintenance totaling 9,544 square yards along with repairing 904 pot holes throughout our city. The asphalt paving section has installed 2,584 tons of asphalt material this quarter.

Also, we just recently had our MicroPaver road inspection information updated. We contracted to have our entire city's roadway surfaces inspected and we now have that information uploaded in our system. This will allow us to make better projections of our paving needs and provide much more accurate information allowing us to target the areas in need of resurfacing more efficiently while making more sound decisions doing so. With the new inspection data we have found that 76 percent of our roadway segments have a Pavement Condition Index of 70 PCI or above. Our city has a total of 4,502 roadway segments, roadway segments are defined from intersection to intersection.

**INITIATIVE 5.5: IMPLEMENT IMPROVED TRANSIT AS DESCRIBED IN THE RTS PREMIUM SERVICE REPORT**

**Champion:** Jesus Gomez, Transit Director

**Sponsor:** Thomas Hawkins, Commissioner (At-large)

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



In April, RTS selected a planning and engineering consulting firm to conduct the Alternatives Analysis for Bus Rapid Transit. The City Commission approved the consultant selection on May 3, 2012.

In May, RTS conducted a public meeting to present and discuss fall 2012 transit service changes. A few service improvements that take effect in August include the addition of Saturday and Sunday service to the Gainesville Regional Airport, the addition of a second bus to the route 46 to provide 15-minute service between downtown and UF along Southwest Second and Southwest Fourth Avenue and the replacement of 400 numbered weekend bus routes with weekday routes that will serve the same area.

Strategic Plan Quarterly Report  
City of Gainesville, Florida

## Neighborhoods

*Improve the quality of life in our neighborhoods for the benefit of all residents*

### **INITIATIVE 6.1: DEVELOP CREATIVE WAYS TO MEASURE PROGRESS IN CODE ENFORCEMENT**

**Co-Champions:** Fred Murry, Assistant City Manager  
Chris Cooper, Interim Code Enforcement Manager

**Sponsor:** Randy Wells, Commissioner (District IV)

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

During the 3<sup>rd</sup> quarter, Code Enforcement provided data to the Florida Benchmarking Consortium which will allow staff to compare data submitted in previous years, as well as peer jurisdictions. Staff worked with other departments and stakeholders on initiatives regarding game day parking, demolition by neglect and residential parking. Staff continued public outreach efforts by presenting to the Citizens' Academy class and attending monthly neighborhood walks with the Police Chief and GPD staff. These initiatives and outreach events are intended in part to improve the services provided by the division.

### **INITIATIVE 6.2: ASSESS NEIGHBORHOODS TO DETERMINE NEED FOR INFRASTRUCTURE IMPROVEMENTS FOR BICYCLE AND PEDESTRIAN USE**

**Champion:** Debbie Leistner, Transportation Planning Manager

**Sponsor:** Randy Wells, Commissioner (District IV)



3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

Staff continues to work on the update to the bicycle and pedestrian program website seeking to improve communications about the transportation system, promote the use of alternative modes of transportation, and promote safe use of the system. A new logo was developed with the tag line Ride & Stride to emphasize the multimodal aspects of transportation and promote transportation sustainability. Ride & Stride applies not only to walking and cycling, but in broad terms promotes integration with transit and other transportation initiatives such as carpooling or car sharing that can be further pursued in the future. The website update is being done in-house with the assistance of the IT department. The bicycle facilities map update is also in progress; staff secured funds from the Department of Parks, Recreation and Cultural Affairs and the Alachua County Visitors Bureau to fund this initiative.

Staff provided input to the Department of Parks, Recreation and Cultural Affairs during the Parks Master Plan process assisting in the identification of opportunities for system improvements for bicycle and pedestrians.

During the Capital Improvement Plan (CIP FY13-FY17) discussions in May 2012 the City Commission authorized a recurring funding allocation for sidewalk construction and repair starting in FY13.

Project update:

- Northwest 22<sup>nd</sup> Street (between West University Avenue and Northwest Eighth Avenue)—utility work underway; roadway and sidewalk construction will be initiated in November 2012;
- Sixth Street trail connectors – one additional connector is planned at Southeast Second Street between Southeast Sixth Avenue and Depot Avenue; this project will be funded with CDBG funds pending neighborhood association approval;
- Northeast 15<sup>th</sup> Street (between East University Avenue and Northeast Eighth Avenue) – utilization of CDBG funds was authorized by Housing Division; project includes addition of on-street bike lanes, a new crosswalk at the intersection of Northeast Fourth Avenue to improve access to the neighborhood park, and ADA improvements. Project is scheduled for implementation in the 4<sup>th</sup> quarter of FY12;
- Southwest 35<sup>th</sup> Place (between Southwest 34<sup>th</sup> Street and Southwest 23<sup>rd</sup> Terrace) – project design is completed, 100 percent plans are under review; construction will be initiated by December 2012; project includes the addition of bus bays along the corridor;
- Southwest 41<sup>st</sup> Place (east of existing sidewalk to Southwest 31<sup>st</sup> Drive, south side) - project is in the planning phase; it is partially funded with TCEA funds;
- Northwest 34<sup>th</sup> Street (south of Walmart site to Northwest 23<sup>rd</sup> Terrace, west side) – project is in the planning phase; funded with TCEA funds;
- Southwest 5<sup>th</sup> Avenue (east of Southwest 10<sup>th</sup> Street connecting to existing sidewalk) – project is to close a sidewalk gap; funded in partnership with the private sector; work is expected to be completed during the 4<sup>th</sup> quarter of FY12.

## Environment & Energy

*Protect and sustain our natural environment and address future energy needs*

### **INITIATIVE 7.1: PROTECT THE QUALITY OF DRINKING WATER AND INTEGRITY OF NEIGHBORHOODS IN GAINESVILLE BY ACTIVELY PARTICIPATING IN THE CLEAN-UP AND REDEVELOPMENT OF THE CABOT/KOPPERS SUPERFUND SITE**

**Co-Champions:** Fred Murry, Assistant City Manager  
Rick Hutton, P.E. Supervising Utility Engineer

**Sponsor:** Craig Lowe, Mayor

#### 3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

LIT continues to hold its monthly meeting with its local representatives including the monthly telephone conference calls with USEPA on the progress on the remediation plan for the Cabot-Koppers Superfund site.

There is still no news or update on the consent decree or the negotiations between Beazer East, Inc. and USEPA.

The City of Gainesville completed its recruitment efforts to hire a temporary project manager to work with Protect Gainesville's Citizens and other community organizations on the landscaping plan for Stephen Foster neighborhood and the surrounding neighborhoods.

The temporary project manager is expected to start in late July 2012. The temporary position will be located in the City Manager's office.

On July 3, 2012, GRU submitted information on testing of drinking water at Murphee Water Plant to the City Commission. At the City Commission meeting of June 21, 2012, a resident requested information on the testing of the city's water supply.

Indoor dust FAQs and responses are being prepared by the Alachua County Health Department and the Florida Department of Health. FAQs and responses are being prepared in advance of the results being released on the sampling of 30 houses in Gainesville.

Results of offsite soil testing from samples collected in January 2012 are now available on the county's Cabot-Koppers Superfund website interactive map application. Additional offsite soil sampling occurred in June 2012. The results from the June 2012 sampling are not currently available. As soon as the final offsite soil sampling results are released by USEPA, the information will be posted on the city and county's websites.

On-site work has started in July 2012 to investigate the subsurface soils in the former process area on the former Koppers site in preparation for the demonstration pilot program for in situ treatment technology. Multiple borings will be installed in this area using drilling equipment to document the extent of subsurface contamination.

**INITIATIVE 7.2: REVIEW THE STATUS OF COMMERCIAL RECYCLING ORDINANCES, AND DETERMINE IF CHANGES ARE NEEDED**

**Champion:** Steve Joplin, Solid Waste Manager

**Sponsor:** Thomas Hawkins, Commissioner (At-large)

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



Haulers reported 2,112 tons of commercial recycling collected for this quarter. Organics, steel, concrete and other construction and demolition material accounted for 83 tons. Solid Waste inspectors wrote no commercial recycling warning notices this quarter.

The Daily Beast named Gainesville one of **America’s Greenest Cities** for the second year in a row! Gainesville ranked #23 along with some of the biggest cities in the US, citing that 34.6% of Gainesville is “eco-conscious” and 57.8% of Gainesville is “recycling conscious.”

**INITIATIVE 7.3: REFINE THE COORDINATED RESPONSE AT THE LOCAL LEVEL TO ADDRESS ENERGY POLICY AND CLIMATE CHANGE**

**Champion:** Paul Folkers, Assistant City Manager

**Sponsor:** Craig Lowe, Mayor

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)

- RTS received its first two hybrid-electric buses. Buses are expected to be 20 to 30 percent more fuel efficient than regular diesel buses. These hybrid buses will run with Biodiesel B20 fuel. Three additional hybrid-electric buses are scheduled for delivery in February 2013.
- Transit ridership for the third quarter was 2,066,754 – an 11.2 percent increase in ridership compared to the third quarter of FY11.
- The Traffic Management System (TMS) has 207 of 230 traffic signals countywide online (90 percent) and 154 cameras (including two on I-75 and 20 available for viewing on the city website) providing significant improvements in traffic flow, reductions in traffic congestion and vehicle emissions. The reduction in trip delays along major corridors includes: 13<sup>th</sup> Street (33 percent in a.m. and 43 percent in p.m.); 34<sup>th</sup> Street (56 percent in a.m. and 45 percent in p.m.); Archer Road (14 percent in a.m. and 9 percent in p.m.); University Avenue/Newberry Road (13 percent in a.m. and 22 percent in p.m.).
- The LED Pedestrian Streetlight Pilot Program on Southeast First Street continues in the monitoring phase. Work continues on LED lighting for the Main Street Streetscape Project. The Gainesville Downtown Owners and Tenants (GDOT) have requested that the city expand the LED lights used for pedestrian level lights in the downtown area. Public Works staff is exploring design, costs and funding options.



**INITIATIVE 7.4: IMPROVE THE ENERGY EFFICIENCY OF LOW-INCOME HOMES THROUGH WEATHERIZATION**

**Co-Champions:** Kathy Viehe, Assistant General Manager for Customer Services  
Lewis Walton, Marketing Manager-Utilities

**Sponsor:** Randy Wells, Commissioner (District IV)

3<sup>rd</sup> Quarter Report (April 1, 2012- June 30, 2012)



As of June 30, 2012, the LEEP Program is approximately 37 percent from achieving its goal of improving 199 homes. Through employee efforts 125 homes have been retrofitted, 235 applications have been approved, 220 homes pre-inspected, 211 customers are acquiring estimates and 172 jobs are vouchered.

In 2010, the LEEP Program acquired additional funds through the Energy Efficiency and Conservation Block Grant (EECBG) in order to improve 162 additional homes. John Johansen, with the Department of Energy, met with the City of Gainesville and Gainesville Regional Utilities, in 2011, to assess programs that received grant funding. Mr. Johansen reviewed several LEEP files and visited two LEEP customers’ homes. On May 31, 2012, John Johansen, along with Bryce Robinson, visited the city again to conduct an on-site monitoring visit. Their visit consisted of a few questions along with a follow-up email requesting examples of LEEP documents. The program was commended for its success and continued efforts to assist low-income customers in becoming more efficient and saving energy.

The LEEP team is currently in the process of streamlining its documents and procedures to provide customers with a faster and more efficient turnaround time. Currently, there is a time lag between data that is obtained in the field and when it is entered internally. Everything that is documented in the field is handwritten on a form and then inputted into a spreadsheet. By converting to an iPad or similar device, the survey data and customer information that is retrieved can automatically be updated in our system. We are in the process of converting our documents to an electronic format and testing them.